MULTIMEDIA UNIVERSITY

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 2, 2019 / 2020 SESSION

DHR5614 – MANAGING HUMAN RESOURCES

(Diploma Students Only)

5 MARCH 2020
9.00 a.m. – 11.00 a.m.
(2 Hours)

INSTRUCTIONS TO STUDENT

1. This question paper consists of 8 pages with 2 sections only.
2. For section A, shade your answers on the OMR form provided.
3. For section B, write your answers in the answer booklet provided.
4. Answer **ALL** questions.

SECTION A: Multiple Choice Questions [40 Marks]

1. Hiring employees with criminal records without proper safeguard is called _____.
   A. negligent hiring
   B. careless hiring
   C. invalid recruiting
   D. improper recruiting

2. A _____ test is one that produces consistent scores when a person takes two alternate forms of the test or when he or she takes the same test on two or more different occasions.
   A. difficult
   B. lenient
   C. valid
   D. reliable

3. Yong applied for a personal trainer position in BeFit Gym. During the selection process, he has to lift weights and skip rope. Which of the following is **MOST** likely being measured by BeFit Gym?
   A. Achievements.
   B. Physical abilities.
   C. Personality.
   D. Cognitive skills.

4. The Big Five personality dimensions include all of the following **EXCEPT** _____.
   A. neuroticism
   B. conscientiousness
   C. pessimism
   D. extroversion

5. Graphology is a tool for assessing basic personality traits. It is also called _____.
   A. numerology
   B. handwriting analysis
   C. astrological diagnosis
   D. a lie detector

6. What is the **MAIN** reason for firms to conduct background investigations of job applicants?
   A. Obey the business law.
   B. Report criminals to police.
   C. Find out false and damaging information.
   D. Reduce the number of applicants.

Continued ...

7. _____ tests measure the candidate's job knowledge.
   A. Interest
   B. Achievement
   C. Motor-skill
   D. Stamina

8. _____ interview questions ask applicants to describe how they reacted to actual situations in the past.
   A. Behavioural
   B. Situational
   C. Puzzle
   D. Positional

9. In a _____ interview, a panel questions several candidates at the same time.
   A. formal
   B. common
   C. panel
   D. mass

10. Most computerised interviews present a series of _____ regarding background, experience, education, skills, knowledge, and work attitudes.
   A. problem-based questions
   B. case study
   C. multiple-choice questions
   D. essay questions

11. _____ means that the order in which the interviewer sees applicants, affects how they rate them.
   A. Contrast error
   B. First impression
   C. Context error
   D. Talent management

12. What is the **BEST** way to avoid most interview errors?
   A. Conduct stress interviews.
   B. Use only phone interviews.
   C. Use a structured interviewing format.
   D. Ask only questions related to the candidate's family background.

13. The purpose of a _____ interview is to spot sensitive applicants and those with low or high discomfort tolerance.
   A. stress
   B. riddle
   C. sequential
   D. board

Continued ...

14. _____ refers to providing new employees with the information they need to function and help them understand the organisation's values and culture.
    A. Onboarding
    B. Offshoring
    C. Regulating
    D. Restructuring

15. _____ identifies the training employees will need to fill future jobs.
    A. Performance analysis
    B. Screening
    C. Strategic training needs analysis
    D. Behaviour modification

16. What is the **SECOND** step in the ADDIE training process?
    A. Developing the training's feedback forms.
    B. Designing the overall training program.
    C. Defining the training problem.
    D. Declaring the training module.

17. Tara, an accountant in Syarikat Choi Sdn. Bhd., is learning the bookkeeping job by actually recording the journal and ledger entries using the UBS system. Tara is participating in _____.
    A. on-the-job training
    B. social learning
    C. off-the-job training
    D. experiential learning

18. A _____ uses a group of employees that attended a specific training programme and another group that did not participate in the training, to evaluate the training's effectiveness.
    A. electronic performance monitoring
    B. controlled experimentation
    C. normal distribution factor
    D. performance deficiency measure

19. _____ aims to foster harmonious working relationships and to develop cross-cultural sensitivity among the employees of a firm.
    A. Agility screening
    B. Adaptability training
    C. Diversity training
    D. Mandatory screening

Continued ...

20. Which of the following involves a trainer in a central location teaching groups of employees at remote locations over cable broadband lines or the Internet?
    A. Learning portal.
    B. Programmed learning.
    C. Vestibule training.
    D. Videoconferencing.

21. Johan is required to attend a training to learn a new task, which consists of sequence of steps. Therefore, he has to learn it step-by-step. This method is called _____.
    A. job instruction training
    B. apprenticeship
    C. intelligent learning system
    D. job rotation

22. _____ means evaluating an employee's current and/or past performance relative to his or her performance standards.
    A. Organisational development
    B. Performance appraisal
    C. Business process reengineering
    D. Organisational behaviour

23. SMART goals refer to _____.
    A. straightforward, meaningful, accessible, real, and tested
    B. sincere, magical, accountable, related, and tremendous
    C. strategic, moderate, achievable, relevant, and timely
    D. specific, measurable, attainable, relevant, and timely

24. Who is mainly responsible for appraising an employee's performance in **MOST** organisations?
    A. Human resource manager.
    B. Organisation's supplier.
    C. Employee's immediate supervisor.
    D. Customers.

25. Which of the following is the easiest and **MOST** popular technique for appraising employee performance?
    A. Forced distribution.
    B. Graphic rating scale.
    C. Alternation ranking.
    D. Critical incident.

Continued ...

26. An appraisal that is too open to interpretation has _____.
    A. clear computation
    B. rigid scores
    C. unclear standards
    D. leniency

27. _____ refers to a performance appraisal based on surveys from peers, supervisors, subordinates, and customers.
    A. Comprehensive evaluation
    B. Internal feedback
    C. Team evaluation
    D. 360-degree feedback

28. What is the **MAIN** purpose of an appraisal interview?
    A. Make plans to correct employee's weaknesses.
    B. Identify types of punishments for the employee.
    C. Discuss on the disciplinary issues with the top management.
    D. Explain the termination procedures to the employee.

29. What is the **SECOND** step of any performance appraisal?
    A. Providing feedback.
    B. Setting work standards.
    C. Assessing the employee's performance.
    D. Scheduling training dates.

30. Many employers let subordinates anonymously rate their supervisor's performance. This process is usually called as _____.
    A. paired assessment
    B. downward feedback
    C. peer evaluation
    D. upward feedback

31. Which of the following terms refers to all forms of pay or rewards going to employees and arising from their employment?
    A. Perquisites.
    B. Compensation.
    C. Promotion.
    D. Recognition.

32. _____ states that that people are strongly motivated to maintain a balance between what they perceive as their contributions and their rewards.
    A. Two-factor theory
    B. LMX theory
    C. Equity theory
    D. Maslow's theory

Continued ...

33. Which form of equity refers to the perceived fairness of the processes used to make decisions regarding the allocation of pay?
    A. Internal.
    B. Procedural.
    C. Individual.
    D. Distributive.

34. _____ pay means the company pays for the employee's range, depth, and types of skills and knowledge, rather than for the job title he or she holds.
    A. Competency-based
    B. Position-based
    C. Status-based
    D. Experience-based

35. Frederick Taylor defined a _____ using standards of output.
    A. group shifting
    B. firm's culture
    C. computerised system
    D. fair day's work

36. Financial rewards paid to workers whose production exceeds some predetermined standard are called as _____.
    A. merit payments
    B. mobility claims
    C. hardship allowances
    D. financial incentives

37. Which of the following terms refers to any salary increase the firm awards to an individual employee based on his or her individual performance?
    A. Base pay.
    B. Merit pay.
    C. Profit sharing.
    D. Scanlon plan.

38. A _____ is the right to purchase a specific number of shares of company stock at a specific price during a specific period.
    A. stock option
    B. golden parachute
    C. dual-career ladder
    D. gainsharing plan

Continued ...

39. Edward Deci found that _____ rewards could at times actually reduce an employee's _____ motivation.
    A. internal; external
    B. personal; team
    C. extrinsic; intrinsic
    D. departmental; individual

40. Many employers are still using _____ pay plan by paying their workers a sum for each unit they produce.
    A. valence
    B. piecework
    C. bonus
    D. job-based

(Total: 40 marks)

Continued ...

SECTION B: Structured Questions [60 Marks]

QUESTION 1

(a) Provide **TWO (2)** examples of direct financial payments and **TWO (2)** examples of indirect financial payments. (4 marks)

(b) List down **FOUR (4)** steps to follow in preparing for a job evaluation. (4 marks)

(c) Suggest any **EIGHT (8)** types of social recognition and related positive reinforcement that managers can use to motivate their employees. (8 marks)

(d) State and explain any **TWO (2)** types of sales incentive plans. (4 marks)

(Total: 20 marks)

QUESTION 2

(a) List down any **SIX (6)** policy issues involved in designing the benefits packages for employees. (6 marks)

(b) Briefly describe ***"pooled paid leave plans."*** (4 marks)

(c) State and explain **FIVE (5)** flexible work schedule options that an employer can provide to the employees. (10 marks)

(Total: 20 marks)

QUESTION 3

(a) Differences in economic systems tend to translate into differences in human resource management policies. State and explain **THREE (3)** types of economic systems. (6 marks)

(b) The personal values of an organisation's top executives play an important role in the international staffing decisions. State and explain **THREE (3)** types of management values. (6 marks)

(c) List down **FOUR (4)** classifications of an international company's employees. (4 marks)

(d) Briefly explain any **FOUR (4)** types of family and personal problems that an expatriate may encounter during an international work assignment. (4 marks)

(Total: 20 marks)

End of Paper